

To: All Staff
Staff Chiefs

DTR-8012

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Fr: DTR

5 OCT 1972 (7 NOV)

- 1) Reading Room - 5 days
- 2) file - Senior Liaison
Pleas, etc.

Mr. Edward A. Schroer, Director
Division of Executive Manpower
Planning and Development
Bureau of Executive Manpower
U. S. Civil Service Commission
1900 E Street N.W.
Washington, D. C. 20415

Dear Mr. Schroer:

In my letter to you dated 28 April 1972, I highlighted a number of views, purposes, and approaches guiding this Agency in the establishment of an executive development program consonant with the Guidelines for Executive Development in the Federal Service.

As noted in April, the Agency's principal system for accomplishing the identification and personal development of executives and pre-executives is its new Personnel Movement and Management Program (PMMP). Toward the end of each fiscal year the Director of Central Intelligence meets with his senior Deputies over a weekend to review major Agency programs. At the last such meeting the main features of PMMP were discussed and endorsed. The Executive Director-Comptroller of the Agency, our principal assistant responsible for ED, has now approved the detailed PMMP and forwarded it to the members of the EMRB for review. Following final discussion of PMMP at the next scheduled meeting of the EMRB, we expect implementation to begin. Although we believe these accomplishments noteworthy, we are obviously shy in some of the areas of progress expected by 30 September. We are, therefore, not yet in a position to respond, even in the limited manner security considerations will allow, to the specific questions asked in Item 3 of the timetable attached to the FPM Letter 412-1.

Although our progress has been slower than anticipated, we have established policy goals and guidelines for the operation of our EMRB. We have also concentrated on obtaining commitment to and involvement in executive development at all organizational levels. These we believe are essential ingredients of success, taking precedence over pro forma systems.

Last spring it became apparent that the educational process of launching an ED program would be a time consuming effort requiring painstaking work and leadership by the Agency's senior officials. We recognized that policy directives could only start the tedious and complicated task of an Agency-wide review of the potentialities of individual employees for executive positions and their specific developmental needs. Conscious of this fact, we were able to define the procedural steps of PMMP with relative ease, but we have moved with deliberate speed toward the formal launching of PMMP. Throughout these past months, the burden of the task has been borne personally by the Executive Director-Comptroller and the Deputy Directors as members of the EMRB, with staff assistance from me as the EMMO. The steps and forms in the enclosure are the products of our deliberations.

In support of the basic ED system, the Agency has made considerable headway in linking training resources to executive development. We have instituted a Senior Seminar for executives which will be held twice each year, in the spring and fall. Each Seminar will be of nine weeks' duration. We are also developing a Leadership Conference for Supergrades. The Agency has prescribed a set of core courses to be taken by promising professionals, and we are in the process of defining with greater particularity entry requirements into these courses.

I hope this letter and the enclosure sufficiently reflect the significance the Agency attaches to executive development. The program has been and remains a priority concern of the senior management of the Agency.

COMPTROLLER OF THE CENTRAL INTELLIGENCE AGENCY (2 OCT 19)

Please advise if I can be of any further assistance.

DEB:FCO (3 OCT 19)

Sincerely,

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/s/ Harry B. Fisher

Harry B. Fisher

Director of Personnel